ENABLING OBJECTIVES:

2.1 **DISCUSS** the main leadership responsibilities of the Chief Petty Officer.

2.2 **DISCUSS** the leadership characteristics of an effective Chief Petty Officer.

2.3 **COUNSEL** a subordinate/evaluate the counseling session of a subordinate.

ALLOTTED TIME:

2.5 hours

STUDENT PREPARATION:

A. Student Support Material:

   1. Student Guide, NAVEDTRA 38202-B
      (1 per student)

B. Reference Publications: None

INSTRUCTOR PREPARATION:

A. Review related student material.

B. Reference Publication:

   1. Appendix C

C. Supplemental References:

   These readings are suggested as additional sources of information. Although not required, you are encouraged to review them to broaden your perspective of the lesson.

   1. NAVEDTRA 12047, Military Requirements for Chief Petty Officer, Pensacola, FL, 1991.

D. Training Materials Required:

   1. From Student Guide:

      a. TS 2   Leadership

      b. OS 2-1 Leadership

      c. RP 2-2   The New Role

2. Transparencies:

    a. TP 2-1   Leadership

    b. TP 2-2   Enabling Objectives

    c. TP 2-3   Leadership Objectives

    d. TP 2-4   Effective CPO Leadership
                      Behaviors

3. Video Tapes: None

1. Introduction

   In this topic, we will explore the traits and characteristics that help define leadership at the Chief Petty Officer level.

   Leading Sailors and applying their skills to tasks that enable mission accomplishment for the U.S. Navy (Core Competency).

1. **Display** TP 2-1, Leadership.

   Display TP 2-2, Enabling Objectives.

   Question: As First Class Petty Officers, you are already leaders. What is different now? What will be different when you become a Chief? What is different when you wear khaki?

   Possible answers:

   - Command focus

   - Seen as "the expert" who will get it done

   - Member of the Chief's Mess

   - Different relationship with officers

2. CPO Leadership Responsibilities

   As a Chief Petty Officer, you have three main objectives:

   a. Develop subordinates into future leaders.

   b. Develop Division Officers.

   c. Use fellow Chief Petty Officer's experience and wisdom.

2. **Display** TP 2-3, Leadership Objectives.

   a. **Note**: Covered in Topic 5.

   b. **Note**: Covered in Topic 5.

This is your challenge. You play a unique role in the command because of the qualifications for becoming a Chief and because of where you are in the organizational structure. The Chief is the senior management for enlisted personnel, the linchpin between officers and enlisted, and the hands-on technical expert.

How will you inspire a mediocre Sailor to excel? How will you deal with your best technician who gets a DUI? How are you going to deal with orders when you don't agree with them?

3. Attributes of an effective CPO

Several years ago, the Navy did a study on what separated the <u>average</u> command from the <u>superior</u> command. When they did the study, they looked at lots of elements within a command and one of the areas they focused on was the Chief's Mess. They found that Chiefs in superior commands demonstrated the following leadership behaviors.

Question: What separates a superior command from an average command?

A strong Chief's Mess

Display TP 2-4, Effective CPO Leadership Behaviors.

a. Promote success of the command as a whole.

Although they have a strong sense of ownership and take responsibility for their division, they are able to look beyond their own immediate job to help the entire command.

b. Actively lead the division

Chiefs lead by taking responsibility for their divisions. The type of relationship you establish with your subordinates will greatly impact the division's and ultimately the command's readiness. Certain leadership actions will help you as you lead your division.

Question: What are things a Chief might do to promote <u>command</u> success?

Possible answers:

- Upholding standards

- Talking to other divisions/departments when planning work schedules to ensure there are no conflicts

- Providing another division/department assistance

Note: Tell the students that you're going to review with them some of the leadership skills that can be used to motivate others to be productive and competent.

1) Influence

   This is a major part of a Chief Petty Officer's job.

Question: What are some things you can do to influence your subordinates toward task accomplishment?

   Possible answers:

- Developing an overall plan

- Appealing toward their self interest

- Presenting logical reasons and information

- Using your authority

2) Communicate

   This is so important, we devoted a whole topic to this area. People perform better when they understand how what they do fits into the big picture.

Note: Tell the students this will be further discussed in Topic 4.

3) Team Build

   Superior commands have a sense of pride about themselves. A successful command, department, division does things to build a sense of common purpose.

Question: What are some things you can do to help your division operate as an effective team?

   Possible answers:

- Pay attention to how new people are welcomed into the division.

- Provide rewards and recognition for accomplishment

DISCUSSION POINT	RELATED INSTRUCTOR ACTIVITY

c. Enforce Standards

Chiefs play a key role in the enforcement of standards. Because they are out and about, they are able to see for themselves whether job performance and military bearing meet the Navy's and the command's standards. When something is not up to standards, they can give feedback and act to correct it.

d. Support and Develop the Division Officers

Effective Chiefs understand the difficult role of the division officer and the problems that can arise in the relationship between Chief Petty Officers and division officers. Chiefs in superior commands are sensitive to this and support and develop the division officer. One way to do this is by suggesting to the division officer what should be done to solve problems. They also tactfully let the division officer know if they think he/she is charging off in the wrong direction. At the same time, even if you disagree with your division officer, you must not undercut him/her by saying so in public or allow the crew to criticize him/her.

Question: What is one of the most effective things a Chief can do to enforce standards?

Model the kind of behavior they expect from their subordinates.

Note: Tell the students relationship with the division officer will be further discussed in Topic 5, Relationship with Seniors and Subordinates.

e. Form a Tight-Knit Team with the Other Chiefs

No other military service has quite the same bond as that exhibited by the Chief Petty Officers. Use that bond to build trust and cooperative spirit to keep the command team moving forward. There is probably no better place to problem solve that the CPO's mess. Differences can be resolved and team decisions can be made in the privacy of the CPO's mess without any outward sign of conflict.

Even as a Chief, you won't have all the answers. Take advantages of all fellow CPO's experience when trying to solve problems and achieve the command's mission. As you benefit from the collective effort of the CPO's mess, you are also obligated to its efficiency and time honored reputation.

Question: What are some of the obligations you will have to the Chief's mess and combat readiness of the command.

Possible answers:

- Formulate and enforce standards

- Support command policies and decisions

- Participate in CPO mess activities

- Encourage fellow CPOs to perform to their highest potential

DISCUSSION POINT	RELATED INSTRUCTOR ACTIVITY

4. Self Image

    We discussed the leadership objectives of a Chief Petty Officer as well as effective leadership behaviors that will enable you to accomplish the objectives.

    One of the most important things that will help you move from being a First Class Petty Officer to a Chief Petty Officer is your self image as a leader and as a Chief Petty Officer.

    Identify yourself as a Chief Petty Officer. Clearly define your role and responsibilities. See yourself as a leader and manager. Set the example for your subordinates. See yourself as someone who makes things happen!

5. Role Play

Refer to the Role Play in Appendix C of this Instructor Guide.

> **Note**:   If there are not enough selectees for all roles, discuss the scenario in the role play.

> **Exercise**:   Total time 30 min
> 2 groups with 2 per group

> **Introduction**: The purpose of these role play scenarios is to conduct a practical exercise in counseling.

Provide: Each participant with a copy of the role assigned. Role play scenarios are located in Appendix C of this IG.

Assist: Each participant in role preparation, (approximately 5 min).

Directions: Act out the scenarios, one at a time.

Have the class conduct a short critique upon completion of each role play. Comment on the pros and cons of each counseling session.

6. Discussion

6. **Discuss**: After the class has critiqued the scenarios, discuss the counseling of subordinates and Division Officers from the CPO perspective. Ensure the discussion focuses on the learning points of the topic. If the role plays fail to generate a lively discussion, expand the discussion to include asking for personal examples of successful counseling session for techniques they have previously used.

Question: Were the counseling approaches used by the CPO effective in resolving the Petty Officer's problem?

(answers will vary)

Question: What would you have done differently, if you were the CPO?

(answers will vary)

7. Summary

Leadership is a skill you develop everyday. You must be pro-active and continually seek new/innovative ways to improve your effectiveness and increase your success to motivate and provide direction to your Sailors.

Wearing khaki doesn't make you a leader. Its not what your wear…but who you are.

- Do you always set a proper example?

- Are you fair, honest and straight forward in your dealings?

- Do you consistently communicate up and down and support the chain of command?

- Do you identify and correct any type of deficiency?

A good leader must always think about these things and routinely reflect upon them…always with the intent of improving themselves in their role as a leader, Sailor, and citizen.

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